

mahlum

Sustainability Action Plan: Pathway to AIA 2030 Commitment

OCTOBER 2020

Mahlum envisions a world where healthy human and environmental systems thrive. **We believe community empowerment will be the game-changing force that leads to sustainable, transformational ways to make that possible.**

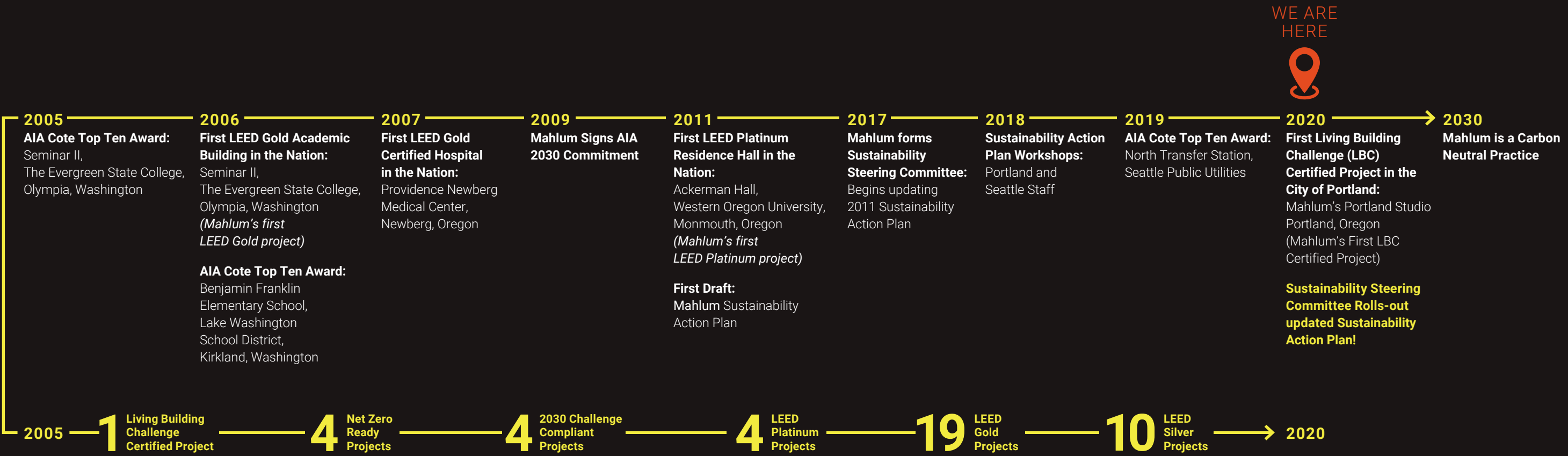
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Sustainability Timeline:

A History of Green Architecture

As architects and designers, **we will revolutionize the way individuals and communities are empowered** by the spaces and places where they live, learn, and work.



The Purpose of this Document:

Our Values in Action

Ever mindful that the built environment exacts an enormous impact on the earth, we are committed to protecting the earth by minimizing our carbon footprint, protecting our resources, including land and water, and reducing waste production and toxic chemical use.

As designers, our decisions will affect people’s lives for generations to come. That means we need to make judicious and responsible choices informed by the best learning available in real time. When we are intentional about what we do and how we do it, we operate in a way that empowers all to heal the world.

JUST LABEL
Since 2018, our participation in International Living Future Institute’s JUST program provides a framework to regularly evaluate and improve our business policies and practices.

From a social justice and equity lens, our JUST label demonstrates our commitment to transparency in our operations, and advances the conversation around social justice within our communities, our profession, and the broader global economy.

In order to remain a Just labeled firm, we must submit our current business policies for evaluation every two years from a range of topics, such as pay equity and diversity.

Just.

Organization Name: Mahlum
Organization Type: Service Provider
Headquarters: Seattle, Washington
Satellite Facilities: 1
Number of Employees: 95

Social Justice and Equity Indicators:

Diversity <ul style="list-style-type: none">Non-DiscriminationGender DiversityEthnic Diversity	Worker Benefit <ul style="list-style-type: none">Worker HappinessEmployee BenefitContinuing Education
Equity <ul style="list-style-type: none">Full Time EmploymentPay-Scale EquityUnion FriendlyLiving WageGender Pay EquityFamily Friendly	Local Benefit <ul style="list-style-type: none">Local ControlLocal Sourcing
Safety <ul style="list-style-type: none">Occupational SafetyHazardous Chemicals	Stewardship <ul style="list-style-type: none">Responsible InvestingCommunity VolunteeringPositive ProductsCharitable GivingAnimal WelfareTransparency

THE SOCIAL JUSTICE LABEL
MAH-001 EXP. 12/15/2020

CULTURE GUIDE
“How do I connect aspirations of the firm to the practical, personal contributions I can make in my daily work?”

To answer that question, we created a document we call our Culture Guide, which celebrates Mahlum’s culture by articulating what we stand for as a firm in concrete ways that benefit our clients and humanity more broadly. Making our commitments transparent leaves room for each of us to determine how best to contribute.

CULTURE

The Culture Guide has been shared with current staff and is also shared with prospective new talent during the hiring phase. A potential hire may use the document to get an understanding of Mahlum’s culture and to evaluate if our values are in alignment.

HOW TO USE THIS DOCUMENT
The following pages describe the tools we use to evaluate both our architectural practice and our firm operations as we seek to create healthy and enduring communities to support the lives of future generations.

As a firm, we are continually exploring and creating tools that help us measure commitments to our staff, communities, and the environment.

Our Levers:

A Common Vocabulary

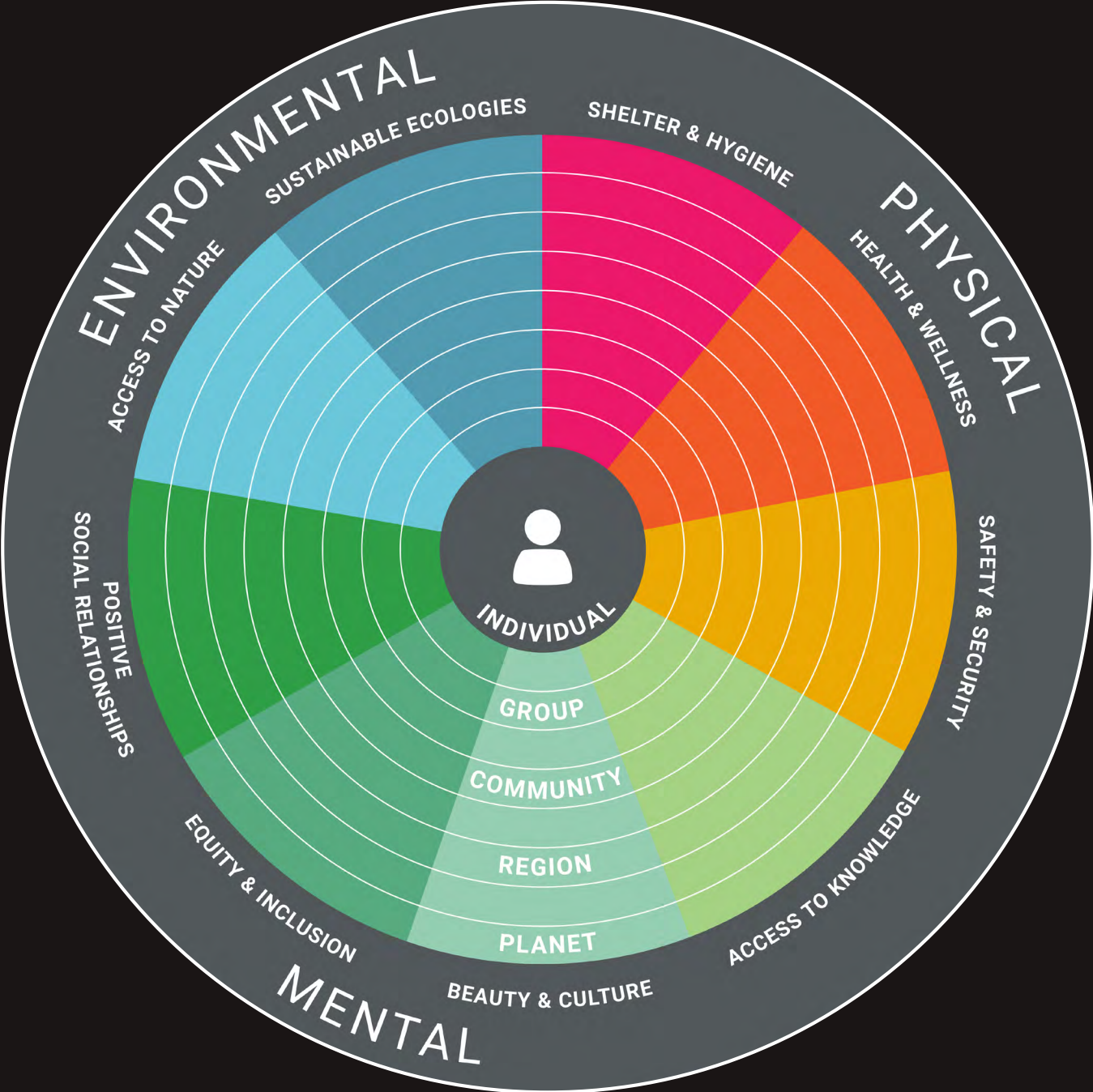
As designers, the levers we push represent the areas of both inquiry and influence that will have the greatest impact on the health and well-being of planet Earth.



LEVER TOOLKITS

Mahlum is developing a Toolkit for each of the nine levers so teams have clear direction on best practices and expectations for performance and design.

Our levers are a tool to translate our core values into applied practice by highlighting key topics around which we have developed a common vocabulary. There are nine levers that fall into three categories: Environmental, Physical and Mental. Each lever can be applied at multiple scales, from individual to group, community, region, and planet. **We have used these levers as the organizational structure for Mahlum's Sustainability Action Plan.**








Applied Practice and Operations: Keeping Ourselves Accountable

This graphic illustrates the goals on the following pages of this document overlaid onto our Levers.

Each goal is categorized by whether we intend to execute it through our **Applied Practice** (embodied in our designs and built projects) or through our **Operations** (the day-to-day activities of the people who work at Mahlum).

The goals are broken down as follows:

-  **Applied Practice Standard:**
Meet the requirements of a standard such as the Living Building Challenge or the AIA 2030 Commitment.
-  **Applied Practice Target:**
Meet a specific target or metric.
-  **Applied Practice Toolkit Priority:**
Develop and incorporate tools and priorities into our thinking and practices.
-  **Operations:**
Remain accountable to standards such as our Just Label and nurture practices that improve the lives of our employees and our community.
-  **Operations Target:**
Meet a specific target or metric.





The AIA's 2018 Code of Ethics and Professional Conduct was used to help guide our Sustainable Action Plan.

The entire Code of Ethics can be read here:

http://content.aia.org/sites/default/files/2019-10/181018_Code_of_Ethics.pdf

ETHICAL STANDARD 2.4

Members should promote fairness and safety in providing professional services and make reasonable efforts to advise their clients and employers of their obligations to the environment, including: access to clean air, water, sunlight and energy for all; sustainable production, extraction, transportation and consumption practices; a built environment that equitably supports human health and well-being and is resistant to climate change; and restoring degraded or depleted natural resources.

ETHICAL STANDARD 6.1

Energy conservation: Members should set ambitious performance goals for greenhouse gas emission reduction with their clients for each project.

ETHICAL STANDARD 6.2

Water use: Members should optimize water conservation in each project to reduce water use and protect water supply, water quality, and watershed resources.

ETHICAL STANDARD 6.3

Building materials: Members should select and use building materials to minimize exposure to toxins and pollutants in the environment to promote environmental and human health and to reduce waste and pollution.

ETHICAL STANDARD 6.4

Ecosystems: Members should consider with their clients the impact of each project on the natural habitat and ecosystem to promote environmental and human health.

ETHICAL STANDARD 6.5

Climate change: Members should incorporate adaptation strategies with their clients to anticipate extreme weather events and minimize adverse effects on the environment, economy and public health.

ETHICAL STANDARD 6.501

Members shall consider with their clients the environmental effects of their project decisions.

RULE 2.401

When performing professional services, members shall make reasonable efforts to inform their clients of the potential environmental impacts or consequences the member reasonably believes may occur as a result of work performed on behalf of the clients.

APPLIED PRACTICE & OPERATIONS GOALS

Environmental Health

Our work supports the environmental framework in which we live, and on which our existence depends.



**Access to
Nature**
Page 7



**Sustainable
Ecologies**
Page 8



Access to Nature

Modern lifestyles increasingly keep us indoors. We're disconnected from the sounds, smells, and feelings of being outside, but our work has the ability to nurture innate human/nature connections through a strong sense of place and appropriate use of natural materials and patterns.

Applied Practice



Form strong and early building organization concepts rooted in providing views to outside, quality daylighting, and awakening our human instincts.



We will nurture the implementation and ongoing development of this toolkit to:

1. **Use daylight analytics** to optimize daylight quality and quantity.
2. **Ensure all designed "access to nature" is done equitably and with universal access.**
3. **Provide structure for Biophilic Design tools** to compliment studies of sustainable ecologies, history of site/place, and climate data as part of the eco-charrette.

Operations



Provide opportunity for staff to spend time in natural areas through Great Workplace and C2C/Green Team events.

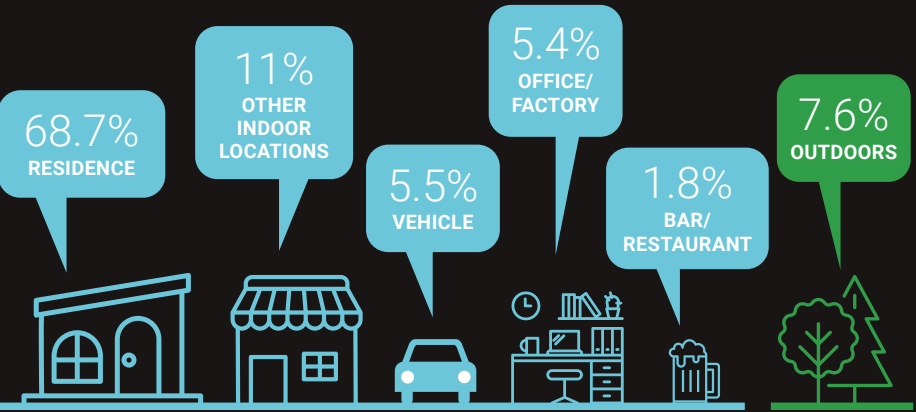


Provide equitable access to daylight, nature, and quality spaces for all Mahlum staff:

- > Test daylight quality in offices and develop action plan for improvement if needed.
- > Provide places of refuge within open offices that also provide delight, mitigate noise pollution, distraction and stress.
- > Experiment with biophilic design strategies and document outcomes and associated effort.

DID YOU KNOW?

Funded by the EPA, the National Human Activity Pattern Survey (NHAPS) conducted in 2001 concluded that **the average American spends 92.4% of their lives indoors.**



<https://www.buildinggreen.com/blog/we-spend-90-our-time-indoors-says-who>



CASE STUDY

Rainier Beach Clinic,
Northwest Kidney Centers, Seattle, Washington

With the Northwest Kidney Centers Rainier Beach Clinic, we have pushed sustainability measures for the organization while also elevating the patient and staff experience.

The site's adjacency to light rail, bus lines, and bike trail network (with bike storage and shower facilities) encourage healthy and sustainable modes of transportation.

To reduce energy demand, daylight analysis and energy modeling were utilized to balance daylighting, while managing glare and solar heat gain. Efficient VRF systems, low flow fixtures, and a solar array with expansion capacity were also selected to further the project teams energy and water reduction goals. Additionally, material research and life cycle analysis were conducted throughout the process to select building materials that were healthier for both the users and the planet. The project, now in construction, is tracking for LEED Silver certification.



Sustainable Ecologies

Human activity, including the construction and operation of buildings, has a growing role in the destruction of ecosystems. As designers and human beings, we have an obligation to understand the downstream effects of site development, construction, and operations; to mitigate our impact; and to leverage our design opportunities and partnerships to advance regenerative design.

Applied Practice



Integrate a Sustainability Lead into each project team to champion, manage, and track progress towards sustainable goals throughout the project lifecycle.



Be an active, contributing participant in the Architecture 2030 commitment – set goals, track progress, track outcomes (actual energy use) and share our stories.



Design and construct a carbon neutral project by 2025.



Implement Low Impact Development (LID) practices to the maximum extent practicable on all projects that increase impermeable surface area to reduce rainwater volume, improve outgoing water quality, and utilize collected rainwater.



Employ early design-phase operational energy modeling on all new construction and systems upgrade projects.



Preserve and enhance ecological habitats and environments:

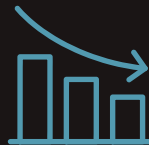
- > Our projects will preserve existing on-site ecosystems services and hydrology and enhance when feasible. (i.e. remove invasive species, encourage natural drainage, infiltration and function).
- > Our projects will avoid and mitigate impacts to sensitive ecological habitats; such as pristine greenfield, prime farmland, floodplains and wetlands. (This criteria will be incorporated into project pursuit assessment and decision-making.)



We will nurture the implementation and ongoing development of this toolkit to:

1. **Provide actionable tools** to support project goal/target-setting, analysis, and implementation.
2. **Elevate conversations, processes and strategies** towards a holistic approach to water management across time, place, and scales.
3. **Evaluate the complete on-site water budget** (resources and demands) and watery, consider pre-development hydrology, current conditions and forecasting data.
4. **Understand local regulatory environment's challenges and opportunities.**
5. **Explore both closed-loop water systems and community practices** to minimize the water footprint and enhance the water handprint of our projects.

Operations



We will annually track our: Workplace carbon footprint, energy use, water use, and indoor air quality.

We will use the data to establish target reductions and the strategies to achieve them.

CASE STUDY
Lacamas Lake Elementary School, Camas School District, Camas, Washington

Integrated into a wildlife habitat, the site at Lacamas Lake Elementary was enhanced with walking and biking trails connecting it to neighboring natural and recreational community resources. Wetlands, fields, and a grove of trees greet visitors upon arrival, while also performing ecological functions and providing for community recreation.

To compensate for the development impact on the natural habitat, the existing grass wetlands were upgraded by planting 1,500 trees.



APPLIED PRACTICE & OPERATIONS GOALS

Physical Health

We focus on human health, creating the conditions for people to feel strong, able, and encouraged to move without limitations.



Shelter & Hygiene

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Health & Wellness

Page 11



Safety & Security

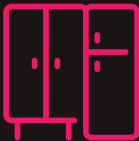
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Shelter & Hygiene

Shelter and hygiene are elements of architecture that are fundamental to human life but are lacking for many in our world. We recognize we need to elevate these needs beyond basic minimums for everyone in our communities, and we need to anticipate the consequences of our work to avoid negative impacts for others.

Applied Practice



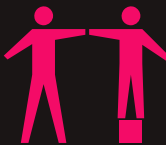
Be proactive in working with school districts and other clients to provide spaces for services such as food and clothing pantries, shower and laundry facilities for housing insecure students and families in our buildings.



We will nurture the implementation and ongoing development of this toolkit to:

- 1. **Explore design opportunities** to improve access and affordability to housing and public services (modular construction, district planning, transit-oriented development).
- 2. **Design for effective infection control:** IAQ, water quality, air exchange rates, healthcare environment planning.

Operations



Support **JUST Label** maintenance and implementation to:

- > **Equity:** Provide a living wage, competitive and equitable compensation, and comprehensive benefits.
- > **Community Volunteering:** Prioritize Mahlum Community Partner organizations that are devoted to improving access to housing and services in our Seattle and Portland communities and the broader Pacific Northwest region.



CASE STUDY

Mahlum's Annual All-Staff Retreats, Seattle and Portland

Once a year, our Seattle and Portland staff come together for an all-staff retreat. Once the business of our firm has been covered, we shift our focus outward with a volunteer Day of Service. Beginning this tradition in 2017, we research non-profits who could use a helping hand from our 90+ staff members. Organizations and activities over the years have included:

p:ear

Prepared a meal for at risk youth, discussed organizational goals

Impact NW Buckman

Organized school supplies

Impact NW Richmond

Facility maintenance

School Yard Farms

Fieldwork and charrette for future facility growth

House Call Providers

Discussion about end of life care

Kenton Women's Village Housing Pods

Fence enhancements

Willamette River Keepers

Removed garbage along the Willamette River via canoe

New Avenues for Youth

Organized clothing donations

Transition Projects

Facility maintenance, donation organization

Eden Acres

Site prep for future facilities, master plan design charrette

City Repair

Garden work for primary location

Eastside Family Support Center

Organized and donated 150 backpacks filled with school supplies

Comprehensive Life Resources

Organized and donated 300 hygiene kits for distribution to the homeless



PHYSICAL HEALTH

Health & Wellness

Embedded in our vision is a commitment to not only support the health and well-being of the communities that use our buildings and environments, but also the health and vibrancy of our own community and culture.

Applied Practice



Maintain an active **Healthy Materials Working Group** and up-to-date materials library information; continuously learn, educate, and advocate about the health impacts of materials and systems.



We will nurture the implementation and ongoing development of this toolkit to:

1. **Engage in research, post-occupancy evaluations, and data analytics** to advance design strategies with demonstrated impact towards improving the health and wellbeing of occupants.
2. **Incorporate wellness-oriented and active design strategies** into designs for each of our market sectors (such as WELL Building standards).
3. **Require materials transparency** to inform design-decision making and accountability in construction.

Operations



Maintain our **Living Building Challenge Materials Petal** certification in our Portland office space.



Support **JUST Label** maintenance and implementation to:

- > **Positive Products:** Advance health-and-wellness-informed purchasing practices.
- > **Equity:** Provide comprehensive benefits, scheduling flexibility, and healthy working conditions.



CASE STUDY

Mahlum Portland Studio, Portland, Oregon

Our new studio in Portland, the city's first Living Building Challenge (LBC) certified project, was a result of leading with our values. The project has achieved Materials Petal certification, in addition to the Place, Equity and Beauty Petals, while also fulfilling the imperatives from the Health & Happiness Petal.



PHYSICAL HEALTH

Safety & Security

We create protection, perceived security, and resiliency in our designed environments by understanding what conditions create true safety – both physical and psychological – and use design to deliver on what matters to each community.

Applied Practice



Actively implement and promote resiliency strategies for planning and design:

- > **Leverage available research, data analysis, and forecasting tools** to understand and prioritize local and regional resiliency issues related to climate change and environmental threats, such as those identified by [100 Resilient Cities](#).
- > **Incorporate emergency preparedness**, climate-change adaption strategies, and future flexibility into design thinking on every project.
- > **Employ design principles for resiliency certification**, like the RELi rating system.



We will nurture the implementation and ongoing development of this toolkit to:

1. **Develop and refine integrated design processes and engagement tools** that foster relationships and reveal internal threats, vulnerabilities, and priorities within the communities that we serve.
2. **Work closely with facility operators, occupants, and community stakeholders from the beginning** of the design process to learn what safety and security means and feels like to them. Conduct inspections, risk assessments, and design workshops that identify specific safety and security challenges and opportunities.
3. **Collaboratively generate** Occupant and Operator User Guides.

Operations



We **lead by example** within our offices and for our own community. We are committed to creating a workplace that allows individuals to thrive and flourish; ensuring that basic health and safety needs are met is essential to this aspiration.



Support **JUST Label** maintenance and implementation to:

- > **Occupational Safety and Hazardous Chemicals:** Monitor, evaluate, and advance workplace safety and security.
- > **Occupational Safety:** Maintain and build awareness of Mahlum's Emergency Preparedness Plan.



CASE STUDY

Timberland Middle School, Beaverton School District, Beaverton, Oregon

Many features were incorporated into the design of Timberland Middle School that support the Oregon Resiliency Plan. Some of the features include: increased seismic resistance levels to the primary building structure, a generator sized to operate lights and ventilation in key sheltering areas of the building and administration/communications areas, and hook-ups for water trucks to supply potable water to the building.



Access to Knowledge

We ask questions of ourselves, our clients, building partners, and our peers to gather and share knowledge generously within our communities.

Applied Practice



Employ a **“Design for Discovery Approach”** that proposes a working design hypothesis.



Mindfully design our teams around learning objectives:

- > Partner with subject-matter experts – scientists, psychologists, sociologists, public health professionals – to collaborate throughout the design process and to help validate results.



Foster and sponsor relationships with local Universities and labs as research partners.



Tell everyone what we’re learning:

- > Share lessons learned from POEs and stakeholder feedback through meetings, community outreach, professional conferences and white papers.
- > Advance the role of the Architect in sustainability leadership.



Perform a POE within 6-12 months of occupancy to evaluate design hypothesis on 75% of projects completed from 2019 onward.



Sponsor internal research grant program for staff to further inquiries related to Mahlum’s Levers by 2025.



Support office-wide membership in sustainability organizations and encourage individual certification ratings in programs such as the Living Building Challenge, LEED, and WELL.



We will nurture the implementation and ongoing development of this toolkit to:

1. **Develop and improve project tools** for conducting sustainable site assessments, pre-occupancy evaluations, sustainability research, and POE’S.
2. **Capitalize on opportunities** to use our buildings as a teaching tool for building occupants.

Operations



Broaden the impact of our discoveries on our own practice by developing and maintaining knowledge transfer tools such as our Lever Toolkits, Ed, social media content, and share sessions:

- > **Educate staff** and cultivate an office culture of sustainable stewardship.
- > **Mentor junior staff**, get them involved with white papers or steps to writing journal articles.
- > **Worker Benefit:** Support staff’s individual professional development through curated in-house education and training, supplemented by the Continuing Education Benefits program.
- > **Worker Benefit:** Host internal share-back opportunities such as Design Hour, lunch sessions, and Ed to stay informed about the ongoing activities of Mahlum working groups, project-based research, and individual professional development activities.



2018 NORTH TRANSFER STATION COMMUNITY SATISFACTION SURVEY RESULTS **“We did smell the facility on occasion over the summer.” “Overall, the facility is good. Though I still have concerns re: noise, odor, and safety (unfiltered HVAC), the design process between the City and the Neighborhood has been extraordinary.” “I think of the main building as a piece of public art which is set beautifully within the neighborhood.” “LOVE the surrounding park area, as well as the playground. It is always full of families laughing and having fun (I live across the street). It really adds a wonderful feeling of neighborhood community here in lower Wallingford.” “I think it achieved 90-95% of the neighborhood objectives. It is an attractive facility and the playground and area surrounding the station are great!” “Tons of people use the park areas.” “Overall, I think the new facility is beautiful; a great asset to the neighborhood. I’m thrilled that you’ve (somehow) been able to control tagging/graffiti, and I’m really happy that tent people are not camping on the property.” “It’s a tremendous accomplishment to place a building with this function amongst a residential neighborhood and have it fit so well.” “The initial team that worked on the design and implementation of the new Station did a great job engaging the community.” “There were many bumps along the road but I think the final product was well worth all the effort. I think it was a terrific example of city/neighborhood cooperation and could serve as a model for the future.”**

CASE STUDY

North Transfer Station, Seattle Public Utilities, Seattle, Washington

When submitting North Transfer Station to the AIA COTE Top Ten Awards program, we deployed a survey via Survey Monkey to the neighborhood stakeholders to find out if we lived up to the Community Agreement from the start of the project. We received their feedback, included it in our submittal, and also shared it with the client in order for them to make any adjustments to the project as may be needed. In the end, we were awarded a 2019 AIA COTE Top Ten Award.



MENTAL WELL-BEING

Beauty & Culture

Design is both an artifact and expression of culture. We respect the context of the built and natural environments in weaving change into reality and bringing beauty and culture into our lives.

Applied Practice



Target minimum 30% renovation/adaptive re-use projects by 2025.



We will nurture the implementation and ongoing development of this toolkit to:

1. **Incorporate cultural competence** into our engagement tools, design processes, and designs through both training and skill-based approaches.
2. **Analyze the cultural significance of building re-use** through strategies that weigh potential renovation outcomes by value of importance, as guided through collaborative community engagement process.

Operations



Support **JUST Label** maintenance and implementation to:

- > **Stewardship, Family-Friendly:** Support staff engagement in community networks and activities.



RECOGNITION OF PLACE

Mahlum acknowledges and expresses gratitude to the **Coast Salish, Clackamas, and Chinook people** on whose ancestral lands our workplaces reside (Seattle and Portland), as well as the displaced and migrated populations that contribute to the rich cultural heritage of our communities.



CASE STUDY

Muckleshoot Smokehouse, Muckleshoot Indian Tribe, Auburn, Washington

Winter is the traditional season of the longhouse. Winter brings everyone together to the shelter and warmth of the longhouse, to the food stores, and to the stories, songs, and dances around the fires. This new longhouse hosts the congregation's gatherings and ceremonies and receives guests from the region's larger Smokehouse community. The peeled log construction and long, gabled roof is reverent to the traditional structures of the Southern Salish peoples. Cedar is considered a gift to their ancestors because of the innumerable uses they found for it. Cedar columns stand sentinel in the ceremony rooms, their quiet strength connecting the congregants to this heritage. Cedar planks span between the columns sheltering the occupants from the chill winds outside. Douglas fir was harvested for the logs, rafters and decking of the roof structure. The main ceremony space at the west end of the building seats 500 people, while the smaller "local room" at the east houses more intimate services. Dirt floors keep the dancers and congregants connected to the earth, and fires in the large wood stoves keep out the cold.



Equity & Inclusion

Equity, diversity and inclusion (EDI) are fundamental to creating a sustainable culture. Placemaking that fosters these three tenets engage broad communities of stakeholders, inviting all voices into the design process. Mahlum promotes a culture of transparency, respect and collaboration in our workplace and in how we treat everyone with whom we work.

Applied Practice



Create **Community Agreements** and **Team Charters** for all project teams to better define goals of equity on a per project basis.



Research how **safety and security CPTED tenets** may be causing more harm than good, then apply new techniques to our projects.



We will nurture the implementation and ongoing development of this toolkit to:

1. **Advance engagement tools and design strategies** that reflect the values of equity and inclusion for the communities we serve. (example: include a mothers/respice room for every 200 occupants, AIA COTE Top Ten Toolkit)
2. **Analyze construction materials and systems** to understand their impacts on the people and communities that extract, manufacture and install them.
3. **Implement Universal Design principles** on all new construction projects and fully compliant design solutions for renovations.

Operations



Support **JUST Label** maintenance and implementation to:

- > **Equity, Diversity and Inclusion:** Demonstrate our commitment to transparency, inclusivity and equity by maintaining non-discrimination and pay-scale equity policies and pursuing recruitment and retention practices to develop greater diversity in our workforce.
- > **Diversity and Equity:** Plan and track targets for minority and women-owned business partnerships on our project teams.



Encourage staff to read/watch materials recommended by the **EDI Continuing Education** group and attend bi-weekly **EDI Book Club** lunch discussions.



Continue to support and grow the **Mahlum EDI Committee** and its three subcommittees:

- > **Continuing Education**
- > **Policy**
- > **Practice and Design**



Commit to inviting outside expertise/facilitators to review our firm's policies for implicit bias and to educate our staff around implicit bias and systemic racism.



CASE STUDY

Grant High School, Portland Public Schools, Portland, Oregon

The original cafeteria was located in the basement and carried decades-old, unwanted legacies of social inequity as students on free or reduced meals were sent to the dark and dreary basement, while students that could afford it were eating upstairs, outside or off-campus at will. In other basements, classrooms housed the lowest-level academic work, which further perpetuated these social inequities.

Two new commons now provide a choice for students. Created by excavating and sculpting the land, the lower level commons is a bright, daylit area for all to eat, socialize and study, and it connects to the exterior courtyard where students can spill out to have lunch and hang out. The upper level commons overlooks the courtyard and Grant Park, and is connected to the park by

Additionally, the lack of connectivity between the upper floors and the lower level has been resolved with the insertion of a 3-story grand central stair and two forum stairs, together serving to weave all levels of the new school together, mitigating the hierarchical nature of the old school and welcoming all to all levels.

Positive Social Relationships

Healthy communities are founded on positive social relationships. We actively facilitate engagement and listen generously to strengthen our communities and we design their environments to do the same.

Applied Practice



Adapt our project pursuit process to explicitly assess prospective projects for their community-building potential (local economic development, improved access, community empowerment) as well as potential negative social impacts such as displacement and health risks (run-off, pollution, reduced access to light and air).



We will nurture the implementation and ongoing development of this toolkit to:

1. **Incorporate layered space design** to provide equitable access to various levels of privacy and interaction.
2. **Prioritize community-oriented design strategies** such as urban density and infill, adaptive reuse, transit-oriented development and creation of public spaces to convene, protect, restore, teach, learn, and inspire.

Operations



Serve mission-driven organizations within our own communities through our project work and market sector structure.

Support **JUST Label** maintenance and implementation to:

- > **Continue to support our employee Empowerment Plan** to foster mentorship, nurture a positive firm culture and encourage connections with outside organizations and initiatives.
- > **Equity, Worker Happiness:** Cultivate a supportive, family-friendly work environment of collaboration and respect that is conducive to employee happiness and job satisfaction.
- > **Stewardship:** Engage, celebrate and empower diverse and underserved populations in our communities through strategic partnerships, community service, charitable giving, and intentional purchasing policies.



CASE STUDY

Our Home—Cathedral Park, Our Home ICC, Portland, Oregon

When we met ‘founding neighbor’ Alicia DeLashmutt, she shared her vision for a truly supportive community called Our Home. Alicia’s passion and commitment to this project was inspiring and radical. She shared the story of her own journey to find a community where she felt her family could thrive. She recognized there were barriers preventing families with unique needs from finding supportive homes.

On the surface, the project aspires to fit contextually into the Cathedral Park neighborhood in North Portland, offering studios, 1 bedroom, and 2 bedroom units with modern amenities and expansive views of Forest Park, the Willamette River, and the iconic St. John Bridge. However, what excites us about working on this project is that it is guided by the needs of a broader cross-section of society, addressing aspects of neurodiversity, trauma-informed design, aging-in-place, Deaf Space, and design for the blind and visual impaired. The inclusionary design strategies are seamlessly woven within the principles of cohousing, enhancing the sense of an intentionally supportive community.

